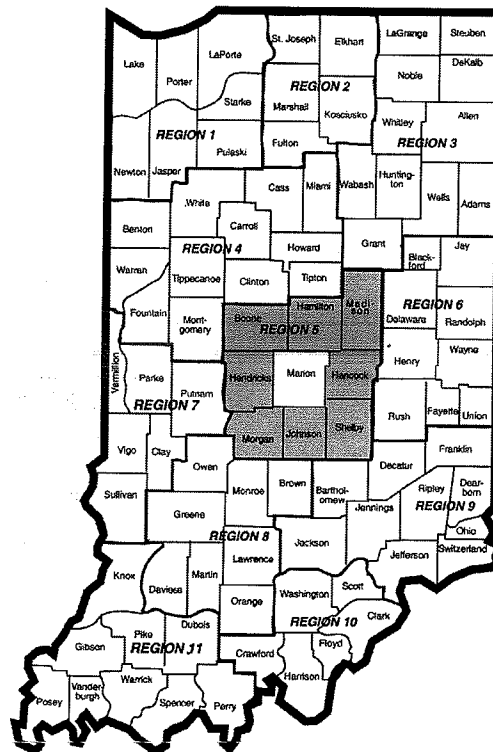


PY2006 and PY2007



Issued December 2006



**Region 5, Central Indiana Regional Workforce Board
Local Plan – PY2006 and PY2007**

December 2006

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Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

Introductions

Optional Introductory Section (should be kept brief 1-2 pages, maximum)

The following pages represent the Local Plan of the Region 5 Workforce Board, Inc., d/b/a Central Indiana Regional Workforce Board. This Board has planning, implementations and oversight of the One-Stop workforce investment system in the counties of Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby.

Section 1 – Mission Statement and Strategic Plans

This section requires the RWB to publish its mission statement, vision and associated goals. This should incorporate the Governor's and IDWD's vision for workforce development in Indiana at the RWB level. The board may also wish to address its core values, specific outcomes and key strategies. Specific performance goals should be annotated in this section as an attachment. These specific goals should include federal, state and economic growth region (EGR) goals.

This section of the plan should build on the Strategic Skills Initiative, the Accelerating Growth, Indiana's Economic Development Plan and other economic and workforce research and planning. The focus should be on targeted skill upgrades for the areas workforce.

Mission, Vision and Goals for Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, and Shelby Counties

Mission

The Central Indiana Regional Workforce Board provides a forum where business, education, labor, service providers and other stakeholders work together to develop and execute strategies to expand employment opportunities, workforce development, and thereby promote regional economic growth.

Vision

An integrated approach that maximizes the effectiveness of the WorkOne system by providing high quality resources for both employers and job seekers. It is our collective vision to become an indispensable resource to all our stakeholders.

Goals

- 1) Plan, develop and execute policies relative to overseeing the WorkOne System
- 2) Analyze, determine, and respond to employer and job seeker needs by strategically allocating resources
- 3) Ensure alignment among workforce development, education, and economic development systems
- 4) Provide timely, efficient and cost effective solutions to meet our stakeholder's workforce development needs.



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

Finances

- What are your primary funding streams including sources with dollar amounts?

The primary funding source in Region V is the Workforce Investment Act. Funding level for the period is \$3,598,511. Other funds granted for PY'06 are: Displaced Airline Workers, \$200,000; Strategic Skills Initiative, \$549,810; Disability Navigator, \$107,492 and Tier 1 Dislocated Worker (Guide Corporation), \$25,000.

Region V has also submitted a request for Tier 2 Dislocated Worker (Guide Corporation and Collins & Aikman) which would make available additional funds in the amount of \$904,000.

- What are your financial obligations for each of the two program years? Estimates for funding and obligations should be used for PY2007.

Current year funding is obligated 100%. The RWB and River Valley resources, Inc. entered into an agreement for Regional Operator services and Crowe Chizek & Company for Fiscal Agent services. RVR is responsible for the procurement of service provision in the region. There is currently one primary service provider for WIA Adult, Youth and Dislocated Worker services that has subcontracted service provision in Madison County to a secondary service provider in Region V. As PY '07 funding becomes available, it will be obligated in the same manner.

- What percent of your WIA funding is used for administration in contrast to program, for overhead¹ in contrast to service delivery, and for tier of services (core, intensive & training)?

The Region V RWB limits a maximum of 10% of funds allocated for administration and 90% of funds to be allocated for program services as required by the Workforce investment Act.

As of the most recent reporting period, it can be determined that overhead is currently 19% and service delivery is at 81% of total funds disbursed. Further analysis of expenditures reveal: Core -13%, Intensive – 40%, Training – 47%.

- What actions are being taken to reduce administration and overhead costs and to increase funding spent on training?

As a rule in Region V, funding levels are evaluated at a maximum to be placed in training prior to consideration of administration and overhead. To reduce leasing expenditures, the Service Provider is negotiating office space in Mooresville that will combine the offices of Avon and Martinsville; resulting in savings.

- Describe the competitive process used to award grants and contracts for activities carried out under WIA.

The Board will follow the procurement policy of its Regional Operator, River Valley Resources, Inc. For purposes of all procurement transactions involving operational or programmatic services, the President or designee, in cooperation with the

¹ Overhead includes all costs that are not services delivery which is strictly limited to direct service costs for clients such as training, workshops, supportive services, etc. and front line staff costs including front line supervisor costs.



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

Grants & Contract manager and other associated staff, shall maintain a complete file or listing of potential service bidders. Prior contract/history or prior bids, offers or proposals may also be referenced in the files.

Request for Proposals: When RVR establishes broad outcomes or performance standards that do not contain detailed specifications for services or procedures, RVR will request proposals instead of bids, thus requiring the service providers to "design their own program". In this case, the President or designee will prepare a RFP. The RFP is a formal solicitation that is based on a problem or need statement, rather than a detailed set of specifications, wherein RVR describes the problem or need, sets general parameters, and requires the offeror or proposer to design, defend, and price the services.

Potential providers (proposers/offerors) are provided with the RFP package which includes at a minimum the following:

1. RVR identifying information
2. Authority
3. Point of contact – President (or designee)
4. Description of program and/or service need
5. Specific areas to be addressed by offeror in the proposal Statement of Work and deliverables
6. Acquisition method: Cost reimbursable or Performance Based
7. Terms and conditions of performance
8. Terms and conditions of payment
9. Timeliness: for proposals and services
10. Provider qualifications, experience, and expertise
11. Assurances and certifications: Small/minority business, EEO/AA employer, in good standing, not disbarred or suspended
12. Proposal package preparation instructions
13. Rating criteria
14. Grievances, hearing, resolutions, or authority
15. Budget detail (in support of the bid price)

A committee of board members will be appointed and will serve as reader/raters for each proposal received, along with Regional Operator staff. This committee will take its recommendations to either the Executive Committee or the full board dependent on issues being addressed.

Strategic Service Delivery

- How is the RWB addressing the needs for service delivery in a cost effective manner?

The Region Five RWB and RO began their pursuit of a service provider with the objective of committing 80%, at minimum, of the WIA allocation and related funds to service provision. In return for that commitment, Region Five set high expectations for numbers to be served and for outcomes consistent with WIA performance standards and locally determined needs. When a service provider was selected, the RO reviewed all service policies, negotiated changes where appropriate, in pursuit of quantity and high quality, and submitted those amended policies to the RWB for approval. All involved agreed that the template for cost efficiency was reasonable, even ambitious and the performance to date has actually exceeded expectations.



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

The RWB and RO oversee performance on a regular basis and work with the service provider to tweak elements of the implementation which require attention. The service provider provides a performance report at each RWB meeting and copies of those reports are submitted in writing to Regional Local Elected Officials.

While the 80% commitment is high compared to most regions, it actually represents a reduction from previous years due to a lower allocation and to the amount of funds re-directed to support (so far) a state-selected fiscal agent and a state developed (in progress) MIS system and, soon, assignment of Business Representatives from the state budget to the local budget. Even with those constraints and variables, we are entirely satisfied that the Workforce Board, the Regional Operator and the Service Provider(s) are performing in a satisfactory, even exceptional and cost-efficient manner.

- With the reduction of unemployment insurance staff in the WorkOne centers and the upcoming focus on self-service systems for both labor exchange and unemployment insurance, how does the RWB propose to adjust their service delivery strategy to meet the needs of the EGR in a cost-effective manner?

The plan for integrating services with all partner staff in the WorkOne centers calls for current personnel eventually assuming functional roles not based on funding streams. This adjustment of roles and team approach to serving customers will increase cost-effectiveness. We will also review and evaluate the Information Resource and Lobby Areas of the full-service and express WorkOne offices. This assessment will be done to verify that “self-services” are being delivered in the most helpful and customer-friendly manner, and require minimal assistance from staff. Adjustments/re-designs will be made to those areas if required.

- Has a strategy been developed to identify strategic partners for collocation and collaboration in the WorkOne? If so, describe the strategy.

We recognize that needs are different in each WorkOne office. As needs are identified, appropriate partners will be contacted. We understand that a collocated office in Greenwood is under discussion between DWD and Ivy Tech, and welcome the opportunity to be part of those discussions.

- Who are those partners?

We currently partner with DWD, and are collocated with Wagner Peyser, Veteran's, and TAA staff in Hamilton, Johnson, Madison, Morgan and Shelby counties. Boone, Hancock and Hendricks county offices are visited on a regularly scheduled basis by those staff. Other partners with whom we are currently collocated: FSSA, Vocational Rehabilitation, Ball State University, Title V, Adult Education, Benefit Resources, Experience Works.

Others we collaborate with on a daily basis and whose staff are in the offices on an itinerant schedule: Hendricks College Network, Boone County Learning Network, Shelby County LifeLong Learning, Mental Health agencies, AARP, CICOA, numerous staffing agencies including Adeco, Manpower, Kelly Services, Norell, Express Personnel, Employment Plus, ProResources, Elwood, PMI



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

- What is the service integration strategy for increasing the integration of all WorkOne services within the restrictions that are set forth by federal and state law/policy?

We envision a fully integrated system, all staff cross-trained and providing a mix of services to the public (job seekers and employers) without regard to funding source. WorkOne staff (includes Wagner Peyser, TAA, Veterans' staff and WIA service providers) will not only be trained to assist the job seeker within the WorkOne, but will also be trained to market all services in the WorkOne system to both employers and job seekers. WIA case managers will be responsible for retaining case loads to ensure all WIA policies are followed and outcomes achieved.

This vision for seamless service delivery means that the public will not know who is employed by whom. What matters is that customers, whether coming in to the office or calling on the phone, are treated in a professional manner and receive services regardless of funding stream.

This seamless service delivery will yield excellent customer service results. Services will be delivered in a functional manner, not necessarily according to funding source but according to staff expertise and community linkages.

All WorkOne staff will be working toward common goals to achieve system outcomes. There will be collaborative supervision. All partner staff will be cross-trained to provide basic core customer services between programs.

We have already begun implementing our strategy to achieve this vision. In September '06, we hosted a planning retreat for all staff in the WorkOnes. At that retreat, information was shared concerning the new configuration of the region, roles of all entities involved in the WorkOne system and plans for field staff integrating into functional roles. The next step in this process is to identify individuals from each office to serve on a work team. The management of DWD, RVR and IA will first clearly define the common WorkOne system Goal/s so that each organization's management will support the actions necessary within their respective organizations to achieve the goal. Duties of this team will be: Refining the proposed goals to assimilate into individual office capability and staffing levels of Eligibility, Case Management, Career Solutions, and Employer Services. Developing timelines. Identifying and scheduling additional in-depth training once staff assignments have been made to the functional components.

- How does this include the use of systems such as TrackOne and other tools that enhance the ability to integrate service delivery?

We intend that all partners in the WorkOne will eventually be trained and proficient in the use of the TrackOne system, and that there will be no dual entry of demographic information. All staff will be cognizant of common measures being used for performance, and will work toward those goals collectively.

- How is the RWB integrating the Strategic Skills Initiative (SSI) into WIA service delivery and operations? How will the RWB continue the SSI without the additional SSI funding?

All WIA case managers have been thoroughly informed of the SSI solutions for Allied Health and Vital Industries, and of the process of scholarship application and awards. They will be providing referrals of appropriate registered clients that can be



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

dually enrolled in both WIA and SSI. They will also display the informational SSI brochures in prominent places in lobbies of all offices, and refer interested individuals.

The RWB will continue to consider the Skill Shortages and Root Causes reports for this region when developing policies on education and training. WIA dollars will continue to support training for occupations in-demand in this area and that lead to high wages.

- What strategies are being developed to support the three Pro Talent objectives described in “Accelerating Growth - Indiana’s Strategic Economic Development Plan?”

Existing Workforce: This Region currently leads the state in the number of Training Acceleration Grants awards. This is primarily due to the coordinated efforts of the DWD Regional Business Consultant and the Service Providers’ Rapid Response Coordinator. We plan for this coordination to continue and for The Regional Business Consultant to become part of the Regional Operator team. We will also continue to collaborate with our regional representatives of the Indiana Economic Development Corporation. Recently, the Department of Workforce Development hosted a partnership meeting to bring together regional representatives of the Indiana Economic Development Corporation, Small Business Development Center, the Department of Workforce Development and Regional Operators to develop goals to jointly market business services. We plan to continue to attend these meetings and to foster the relationships that we have developed with our counterparts from these agencies to benefit incumbent workers and our business community. This will help assure the skill and knowledge levels of the existing workforce will continue to increase. In addition, the Regional Workforce Board will continue to upgrade the skills of the incumbent workforce by jointly promoting several statewide initiatives including the Strategic Skills Initiative Scholarships, Training Acceleration Grants, WorkKeys, Skill Enhancement Fund Grants and Inspire Grants.

Emerging Workforce: Career Awareness is a major component of our WIA youth program. As part of our outreach efforts, we will coordinate with and make presentations to students at all area Career Centers in Region 5 as well as many of the High Schools, most especially those who are implementing Project Lead the Way. Among other things, these presentations will include information about industry-demanded skills and competencies, educational requirements and pay rates. Visits to these schools are also being made in conjunction with promoting the Vital Industries part of the SSI.

Engaged Workforce: The CIRWB supports all efforts of the “Hoosier Comeback” program, especially those associated with the new job-matching system being designed. Entrepreneurship training programs will be explored and promoted regionally. A section of our website will offer an “About our Region” division with links not only to demographic and labor market information but also to cultural and recreational sites.

- What is the RWB’s continuous improvement strategy?

Part of this RWB’s vision is: An integrated approach that maximizes the effectiveness of the WorkOne system by providing high quality resources for both



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

employers and job seekers. These high quality resources/services will continually be monitored to assure we are meeting all performance goals and providing premier customer service.

Surveys will be used to track customer satisfaction performance measures, to help identify the needs of local users and employers, and to provide feedback on the quality of our services. We will use the results of surveys to direct Continuous Improvement of the effectiveness and quality of services. In addition to the Regional Operator, teams from local offices will review results of the surveys. We will encourage these teams to incorporate the Service by Design 7-step model (or other similar models) that helps teams identify problem areas, search for causes, develop solutions and then make productive quality improvements.

- How is continuous improvement being used to address quality staffing, service delivery integration and improved performance?

The service provider(s) will be required to inform us of their plan for meeting customer satisfaction goals, including any incentives or corrective actions. In the future, with the implementation of the TrackOne Case Management System, Regional Operators and Service Providers will be able to better track performance, insure integration of service delivery and identify quality and quantity issues by region, county and individual. Continuous improvement will be achieved through the use of this tool. Bi-monthly management meetings between the Regional Operator, Service Provider(s) and the Department of Workforce Development will occur to implement continuous improvement. In addition, front line staff will have an avenue to communicate with management staff of the Regional Operator, DWD and Service Provider through monthly Operations Team Meetings. These meetings allow us to quickly identify staff training needs, resource development needs and to share information about our rapidly changing system.

WorkOne Marketing

- How is the RWB promoting the WorkOne system?

Regional Operator staff participated in the WorkOne Centers Branding Training delivered by Department of Workforce Development staff on October 23, 2006. Prior to that date, the DWD Marketing Director had made a “branding” presentation at our first integrated partner meeting: “MIX - Making It Xcellent” in September, ‘06. All partners understand the importance of using the WorkOne brand when communicating key messages. Our soon-to-be-developed website: www.workonecentral.org will be the primary vehicle for the RWB to promote WorkOne. Obviously, the Service Providers will promote and market WorkOne using a variety of media including newspapers, brochures, radio, presentations to service organizations, etc. The WorkOne system is also being promoted through employer seminars, employer visits, SSI presentations to area schools, career fairs and job fairs. The Region 5 Business Consultant works closely with the Regional Operator and promotes the system with each visit to employers.



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

- What marketing strategy exists, not only to promote the WorkOne system, but also to increase communication between all parties including elected officials, RWB members, partners, employers, and the public?

Regularly scheduled meetings occur with the local elected officials and the RWB. The RWB meets bi-monthly. To maintain increased communication with one of our key partners, Indiana Vocational Rehabilitation, bi-monthly meetings are held between staff from VR, DWD, Interlocal, JobSource and the Regional Operator. Purpose of these meetings is information exchange, possible cross-training occurrences and tracking referrals. More comprehensive communication between the Regional Operator and the Service Providers occurs via monthly meetings, and more frequent e-mails, telephone calls and fax messages. The County Coordinators participate in all local Chamber of Commerce events and Economic Development partnerships. In addition to keeping communication channels open, this networking often results in our hosting hiring fairs for local employers. These events increase the opportunity to promote the WorkOne system to both employers and the general public.

- How is the RWB's website used to promote the WorkOne system and increased communication?

Region 5's website www.workonecentral.org promotes the WorkOne system by providing clear concise information about the services offered for each customer group, office locations and contact information. Providing contact information for each office will increase communication. There is a Calendar of Events that will include Board meetings, workshops for the general public, employer seminars and a "contact us" link that will come directly to the Regional Operator. There are also links to Special Projects, Requests for Proposals and SSI scholarship application information.

SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

- What are the EGR strengths, weaknesses, opportunities and threats?

We have not conducted a formal SWOT analysis for the EGR. Perhaps that is one of the weaknesses of the implementation-to-date but our attention has been directed toward more immediate challenges. We can, however, summarize what we perceive to be issues and strengths associated with implementation of this radically new system to-date.

STRENGTHS include that the majority of stakeholders in this EGR have a solid and long-term history of the region. The RWB membership, the Service Provider(s) and even the RO have worked in this business and in this geography for many years. These stakeholders came into this new system already organized to address many of the State's objectives concerning such issues of service integration, customer-service at-large and broad based investments in new job-seekers, incumbent workers, youth, dislocated workers and economic development.

The region itself boasts many strengths such as a plethora of educational institutions and training providers, a vigorous job market and a skilled available workforce. The counties in this region are all within close proximity of major interstates and state highways, making commuting to a job fairly simple.



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

WEAKNESSES might include that the EGR includes two dramatically different corporate entities, one being the Indianapolis WIB, the other being the Region Five balance-of-state RWB. Combine that with the fact that the counties circling Marion County have incredibly diverse economies, ranging from predominately rural/agricultural pockets to communities supported by almost strictly industrial employment. With this “geographic disparity”, it is difficult for some to see themselves as a “region”.

We also see somewhat of a disconnect between high school and secondary career center offerings and employer needs. Employers continue to remark on the lack of basic skills of the emerging workforce. Some of the high schools in this region (specifically Madison County) have the lowest graduation rates in the state. This negative statistic does not help recruit new businesses to this area.

The whole issue of WorkKeys could be considered a weakness in Region 5. Few employers have taken advantage of WorkKeys profiling, and subsequently, not many schools or individuals are taking the assessment.

OPPORTUNITIES include that the region’s diversity of economic bases and other factors cited above will allow the service providers and strategic planners to broaden their focus in terms of employment and growth potential.

We have a huge opportunity to market and make the most of WorkKeys in this area. As more individuals recognize that employers are requiring certain WorkKeys levels, they will be more willing/anxious to test and identify their skill sets. This may also lead to encouraging more providers to offer more diverse training opportunities.

Other opportunities include leveraging the Strategic Skills Initiative, developing closer partnerships with neighboring regions, further expanding integrated services and providing greater accessibility to WorkOne services through activities of the Navigator grant.

THREATS are not so easy to quantify or discuss. One threat to the available skilled workforce is that skilled baby boomers are aging and retiring; it is perceived that newer workers/younger generation does not have the same strong work ethic. Because of the current robust job market, there is a general complacency; many individuals are not taking advantage of higher education opportunities. Additionally, significant dislocation, especially in the northeastern communities of Region Five, has only served to exacerbate already existing significant commuting within and in and out of the region. Not having a “crystal ball” to be able to do accurate economic forecasting sometimes causes us to be reactive rather than proactive.

- How will the RWB use the strengths and opportunities to the advantage of the WorkOne system?

The Central Indiana Regional Workforce Board comprises individuals who are committed to community and workforce development and are willing to share their knowledge and time to promote the WorkOne system. Advertising the Strategic Skills Initiative scholarships through the WorkOnes will draw more people into the offices and introduce them to the array of services available. Integrating those



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

services should be fairly uncomplicated as both service providers and state staff have historically been co-located and cross trained on a number of different functions.

As individuals identify their skill sets through WorkKeys and realize they need to upgrade those skills in order to meet employer expectations, they will make full use of the WorkOne services that will enable them to raise at least one level. As a result of the Navigator activities, Region 5 WorkOne centers will identify and serve more individuals with disabilities.

- How will the RWB address the weaknesses and threats in order to minimize any adverse affect on the WorkOne system?

Ongoing communication and partnership building activities between the CIRWB and IPIC are already taking place and should minimize any problems that geographic disparity might cause. We are taking a leadership role in the development of a regional mindset and are creating an atmosphere of sharing and cooperation. If feasible, we will conduct a forum for post-secondary educators, career center personnel and business representatives to discuss the disconnect between education/training offerings and employer needs. These activities should not only minimize any adverse affects on the WorkOne system, they should enhance the ability of the system to meet the varied needs of businesses and job seekers.

Grant Opportunities

- What grants or types of grants does the RWB plan to pursue? Include descriptions of the services available under the grants and how the grants fit into the RWB's strategic plans.

The CIRWB plans to pursue any and all grants that would complement the employment and training services in Region 5, and increase resources for our citizens. We are currently looking at grant opportunities available through the National Fatherhood Initiative and the Administration for Children & Families. In November, '06 we applied for a grant from the Office of Community and Rural Affairs. Although this grant was not funded, some of the critical activities of increasing communication between partners in this region will still be carried out. We have applied for a Tier 1 grant to assist dislocated workers at the GUIDE plant in Anderson, and a Tier 2 grant to further assist GUIDE workers and workers at Collins & Aickman in Morristown. We intend to apply for Discretionary Dislocated Worker Grants whenever needed. The CIRWB plans to respond to the recently released RFP to address Tomorrow's Manufacturing Workforce – Advanced Manufacturing Skill Training and Image & Awareness Campaign.

- What strategies are in place to promote grant opportunities to employers? Please specify any specific grant opportunities that are being promoted to employers.

The Strategic Skills Initiative, which will ultimately benefit employers, is being promoted by convening task groups of employers for input and assistance with the scholarship process. RO staff is also making personal visits to each employer on the task group. At those visits, other grant opportunities such as TAGS, SEFs, etc., are discussed as well as all services available through the WorkOnes. In addition to TAGS and SEFs, grant opportunities through the Reed Act monies to support WorkKeys profiling, testing,



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

and marketing/job fairs is being promoted through our Regional Business Consultant, Regional Coordinator, Service Provider staff, RO staff, Chamber of Commerce staff and IEDC representatives. As other grant opportunities become available, additional employers will be personally contacted and visited to disseminate this information. Also, grant information is always disseminated at hiring fairs and employer seminars.

Section 2 – Labor Market Information and Demographics

Much of the information for this section of the local plan should be available based on the Strategic Skills Initiative. The Labor Market Information and Demographics should present a vivid picture of the area's workforce and workforce needs. It should be the basis for both the strategic and operational plans.

Workforce Statistics

- What does the current workforce look like statistically? This should include data on both the workforce and the job seekers.

For 2005, total population for the eight counties was 855,759. The highest concentration of population was in the age range of 25 to 44 (253,568), then in the range of 45 to 64 (210,296). In 2000, there were 277,491 households – 83,206 married with children; 91,179 married without children; 20,966 single parents and 58,237 living alone.

The total resident labor force of the eight counties is 449,842. Of those, 430,654 are employed, while 19,188 are unemployed. The largest employment of any industry sector is in Retail Trade (55,868), followed by Manufacturing (34,855), Health Care and Social Services (33,597), and Construction (33,591).

According to IDWD Research and Analysis, there are 21,068 individuals in the Applicant Pool that provides a numerical ranking of the top twenty jobs being sought by job applicants. Assemblers, machine operators and production laborers are the highest ranking.

- What are the workforce needs for the area's employers (current and future)?

There is a need for trained, skilled workers in the areas of Manufacturing and Health Care. There is a need for workers in the top 5 shortage projections: Freight, Stock & Material Movers; Truck Driver, Heavy or Tractor-Trailer; Registered Nurses; Inspector, Tester, Sorter, Sampler, and Weigher; Nurse's Aide, Orderly, and Attendant.

- How are those employer needs for skilled employees going to be met? Include strategies for upgrading current worker skills and for finding and preparing new workers.

WorkOne staff assigned to employer services will regularly contact area employers to assess their on-going needs. Job orders and a subsequent search for and referral of individuals having skills that meet those needs will be initiated. In addition, job development activities will occur as other individuals are identified who have the skills that match a particular employers' needs. WIA funding will be used to prepare new workers to meet employer needs. Training services - ITA's - in this region will be



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

targeted to the skills relevant to demand occupations – there is an exception process in place for training in occupations not on this list. Working closely with our Regional Business Consultant, we will promote the Training Acceleration Grants to upgrade current worker skills in needed areas. We will also coordinate efforts with the IEDC concerning their Skills Enhancement Funds. In addition, the CIRWB will upgrade the skills of both the new and incumbent workforce by continuing to promote WorkKeys, and the use of KeyTrain to prepare for that assessment. The aggressive recruitment strategies of the Service Provider, coupled with the RWB website and networking activities will ensure finding new workers.

- What are the EGR's current and projected employment opportunities?

Currently, Manufacturing and Health Care are the two top industry sectors in terms of employment. Industry clusters identified within these two sectors are: Advanced Manufacturing; Health Care & Biotechnology; Logistics; and Automotive & Motor Sports. Recent increases in employment have been in the (top 5) fields of Leisure and Hospitality; Financial Activities; Transportation, Warehouse, Utilities; Retail Trade; and Other Services. Future employment opportunities include Industrial Production Technicians and Allied Health Professionals.

- What are the EGR's high-demand, high-wage occupations (should come from Strategic Skills Initiative)? This must include a demand occupation list.

The occupations in-demand (based on top 5 shortage projections) include: Freight, Stock & Material Movers; Truck Driver, Heavy or Tractor-Trailer; Registered Nurses; Inspector, Tester, Sorter, Sampler, and Weigher; Nurse's Aide, Orderly, and Attendant. Other high demand occupations are those included in this region's Strategic Skills Initiative: Welders, Machine Trades, Inspectors, Ultrasound Technologists, Polysomnography Tech, Radiology Tech, Surgical Technologist and Respiratory Therapist. Also to be considered include the DWD list of 50 hottest jobs and occupations that pay a minimum of \$10 per hour with projected annual openings of 50 or more.

- What are the job skills necessary to obtain the employment opportunities especially high demand, high wage opportunities?

These workers will need the skills of Active Learning, Monitoring, Coordination, Time Management, Speaking, Instructing and Operation and Control. Work-readiness skills (especially those of showing up on time and being ready to work) and Leadership skills have been identified as being particularly necessary for successful employment.

- What is the educational attainment for the populous, including secondary and postsecondary education in the area/region and current high school graduation rates? (Source of Information for the following tables: Hoosiers by the Numbers; Indiana Department of Education)

| County | High School Graduate or Higher | | Bachelor's Degree or Higher | |
|--------|--------------------------------|------|-----------------------------|------|
| | 2000 | Rank | 2000 | Rank |
| Boone | 88.3 | 4 | 27.6 | 4 |



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

| | | | | |
|-----------|------|-----|------|----|
| Hamilton | 94.2 | 1 | 48.9 | 1 |
| Hancock | 87.8 | 6 | 22.2 | 11 |
| Hendricks | 88.5 | 2 | 23.1 | 7 |
| Johnson | 85.7 | 12 | 23.1 | 7 |
| Madison | 80.1 | 55 | 14.4 | 30 |
| Morgan | 80.7 | 47 | 12.6 | 49 |
| Shelby | 79.8 | 60 | 12.7 | 48 |
| INDIANA | 82.1 | N/A | 19.4 | |

In Region 5, graduation rates rank from a low of 58.2 at Anderson High School in Madison County to a high of 96.1 at Zionsville High School in Boone County

| <i>School Name</i> | <i>Total Graduates</i> | <i>Graduation Rate</i> |
|-------------------------------|----------------------------|----------------------------|
| Anderson High School | 256 | 58.2 |
| Highland Senior High School | 253 | 64.1 |
| Morristown Jr-Sr High School | 48 | 72.7 |
| Martinsville High School | 279 | 74.0 |
| Edinburgh Community High Sch | 44 | 75.9 |
| Waldron Jr-Sr High School | 44 | 75.9 |
| Franklin Community High Sch | 234 | 76.5 |
| Sheridan High School | 69 | 76.7 |
| Alexandria-Monroe High School | 99 | 76.7 |
| Elwood Community High School | 124 | 77.5 |
| Blue River Valley Jr-Sr HS | 43 | 78.2 |
| Shelbyville Sr High Sch | 200 | 80.6 |
| Lebanon Senior High School | 193 | 80.8 |
| Eastern Hancock High Sch | 64 | 81.0 |
| Greenwood Community High Sch | 233 | 81.2 |
| Greenfield-Central High Sch | 278 | 82.7 |
| Mt Vernon High School | 178 | 82.8 |
| Cascade Senior High School | 87 | 82.9 |
| Southwestern High School | 64 | 83.1 |
| Pendleton Heights High School | 204 | 83.3 |
| Noblesville High School | 428 | 83.4 |
| Indian Creek Sr High Sch | 131 | 84.0 |
| Eminence Jr-Sr High School | 38 | 84.4 |
| Frankton Jr-Sr High Sch | 82 | 84.5 |
| Tri-West Senior High School | 97 | 85.1 |
| Lapel Jr-Sr High School | 69 | 85.2 |
| Brownsburg High School | 406 | 85.3 |
| Hamilton Heights High School | 150 | 85.7 |
| Plainfield High School | 249 | 85.9 |
| Whiteland Community High Sch | 244 | 85.9 |
| Westfield High School | 261 | 86.1 |



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

| | | |
|---------------------------------|-----|------|
| Avon High School | 395 | 86.6 |
| Monrovia High School | 81 | 87.1 |
| Center Grove High School | 510 | 87.5 |
| Western Boone Jr-Sr High School | 131 | 89.1 |
| Danville Community High Sch | 160 | 89.4 |
| Mooreville High School | 306 | 89.5 |
| Carmel High School | 874 | 90.8 |
| Triton Central High School | 103 | 91.2 |
| Hamilton Southeastern HS | 647 | 93.0 |
| New Palestine High School | 227 | 94.2 |
| Zionsville Community High Sch | 296 | 96.1 |

Workforce Data Needs

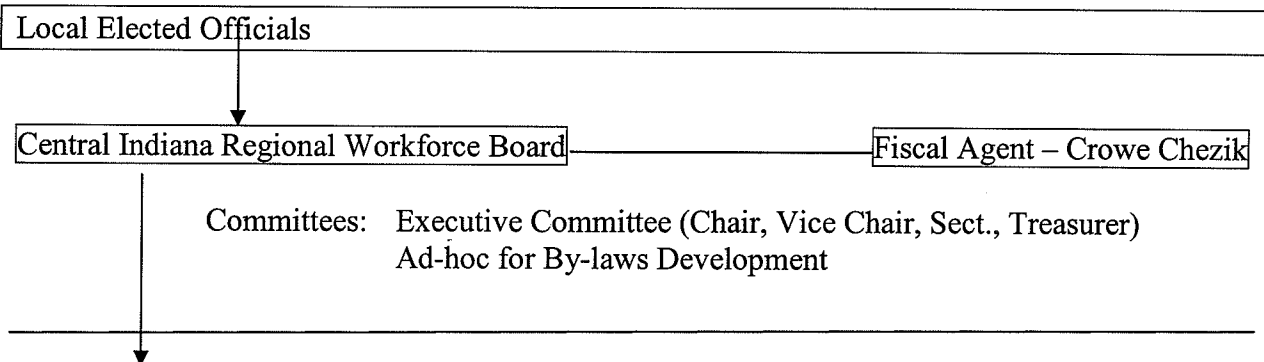
- What workforce data is needed for the EGR related to workforce development and economic development? Provide suggestions for the collection and dissemination of this data.

Data concerning applicant pool, labor force, skills in demand, etc. being collected by the Labor Market Analysts at Indiana Workforce Development Research & Analysis division seems sufficient for both workforce development and economic development purposes. However, some of the data is only available on a “statewide” basis; having it available on a regional basis would be most helpful. Data for program enrollment and projected degree attainment in Indiana state colleges and universities is not easily found. Neither is enrollment in the Vocational Career Centers. This would be useful information to have in projecting skills of future workers.

Section 3 – Governance and Structure

The RWB must present a relationship chart that shows the interrelationships between the major entities in its workforce development system including the Chief Elected Official, the RWB, the Fiscal Agent, the Service Providers and the primary partners. It must also identify the primary committees, councils and workgroups that support the RWB including the purpose and short-term & long-term objectives for each entity.

Each WIA service provider for the EGR should be identified including the programs administered and the geographic area covered by the service provider. This must be presented in a matrix format.

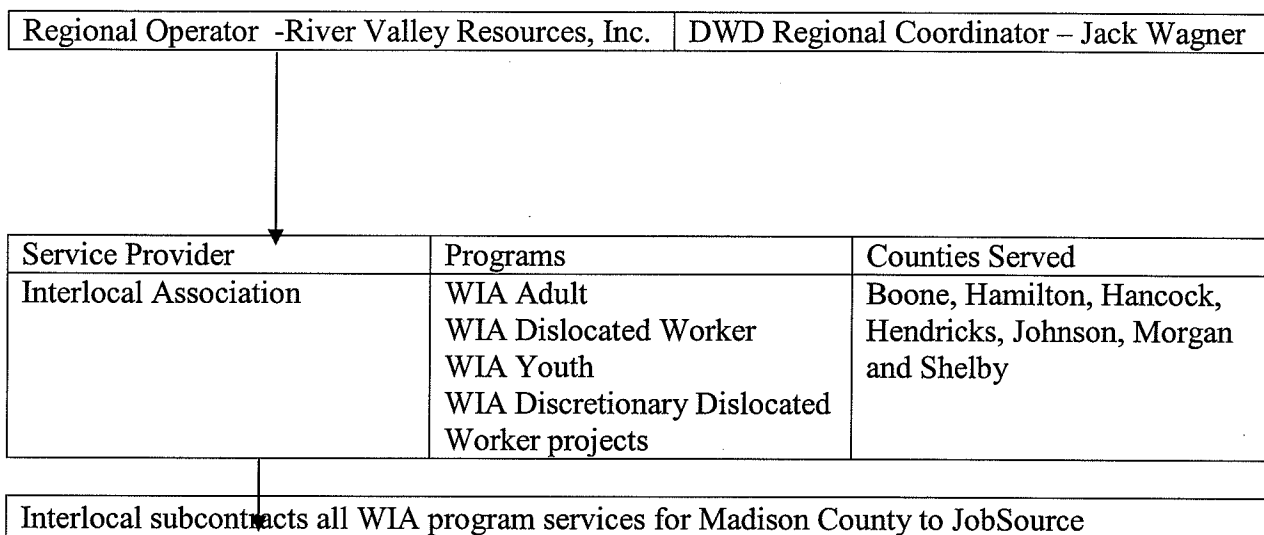




Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

Ad-hoc for Mission Development



Section 4 – Operational Plans

A description of the one-stop (WorkOne) delivery system must be described with an emphasis on how it will address the workforce needs of the area. Details on how it will address business needs and workforce skill shortages are essential.

WIA Service Plan

- What Adult, Dislocated Worker and Youth employment and training services are available in the EGR? This is not limited to services through the WorkOne system.

Services available at the WorkOne locations may include but are not limited to the following: customer self service system, information and resources, usage of computers for internet access and remediation programs, career planning, training opportunities, veteran services, Trade Adjustment Assistance Programs, Vocational Rehabilitation Services, re-employment services for white collar workers, and employment service -labor exchange assistance, as well as access to unemployment insurance benefits and benefit information via the internet or by using telephones to call designated help lines.

Numerous public and private employment and training vendors exist in the Region, i.e.: Job Corps, Housing authorities, Major Opportunities, temporary placement services and in-house training programs operated by employers. Our programs complement and do not duplicate these services.

- What is the availability (capacity) for each of those services?

The full service sites in Anderson and Shelbyville have all services listed above, with referral to Rehabilitation Services and adult education and postsecondary



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

programs, as well as welfare programs. Of the remaining six WorkOne express sites, there are State staff present at three of these locations that provide employment service labor exchange services and Trade Adjustment Assistance programs. Referral is made to Rehabilitation Services and adult education and postsecondary programs, as well as welfare programs. At all of the 8 sites, staff of Vocational Rehabilitation are able to make appointments for customers at the WorkOne locations.

- What services are available through the local WorkOne system? Provide a brief description of the services available with the eligibility criteria. Also include a matrix showing services by WorkOne centers and Express sites in the EGR.

Self-help and informational services are available at all eight of the WorkOne and WorkOne Express locations to the general public and to employers. This may include internet access, utilizing typing and interest inventory software, generic assessment, labor market information, financial aid information, community resource information, utilizing job search software, job fairs, local job postings, tutorials such as typing and basic reading and math, orientations to more specific WIA services, workshops related to career interest or assessment topics, referral to resources in the community, job search workshops, and referral to employment.

Eligible WIA participants, as defined by DOL and IWD policy, as well as RWB priority for services, may receive an individualized program of services designed to assist them in identifying, preparing for and obtaining self sufficient employment. Services will include recruitment, orientation, career and skill assessment, intake and eligibility determination, counseling, individual employment plan development, ongoing case management, on-the-job training, work experience, funding for training, supportive services and follow-up. An assessment process determines the type, scope and cost of services that are appropriate. Based on individual needs, customers are also referred to partner organizations for specialized services. This may include Vocational Rehabilitation Services, programs for senior workers, post-secondary educational institutions, and other providers.

Region 5 Service Matrix

| <u>Service</u> | <u>County</u> | | | | | | | |
|----------------------------------|---------------|-----|------|------|------|-----|------|------|
| | Boo | Ham | Hanc | Hend | John | Mad | Morg | Shel |
| Self Help & Informational | X | X | X | X | X | X | X | X |
| ♦ Internet Access | | | | | | | | |
| ♦ Typing software | | | | | | | | |
| ♦ Interest Inventory | | | | | | | | |
| ♦ Generic assessment | | | | | | | | |
| ♦ Labor Market Information | | | | | | | | |
| ♦ Financial Aid Information | | | | | | | | |
| ♦ Community Resource Information | | | | | | | | |
| ♦ Job search software | | | | | | | | |



**Region 5, Central Indiana Regional Workforce Board
Local Plan – PY2006 and PY2007**

December 2006

- ◆ Job fairs
- ◆ Local job postings
- ◆ Tutorials for reading & math
- ◆ Tutorials for typing
- ◆ Orientation to WIA intensive & Training services
- ◆ Workshops related to career interests and assessment
- ◆ Referral to community resources
- ◆ Referral to employment
- ◆ Job Search Workshops

| | Boo | Ham | Hanc | Hend | John | Mad | Morg | Shel |
|-------------------------------|-----|-----|------|------|------|-----|------|------|
| Staff Assisted Labor Exchange | | X | | | X | X | X | X |
| TAA | | X | | | X | X | X | X |

| | Boo | Ham | Hanc | Hend | John | Mad | Morg | Shel |
|---------------------------|-----|-----|------|------|------|-----|------|------|
| Eligible WIA participants | X | X | X | X | X | | X | X |

- ◆ Individualized program development
- ◆ Recruitment
- ◆ Orientation
- ◆ Career & Skill Assessment
- ◆ Intake & eligibility determination
- ◆ Counseling
- ◆ On Going Case management
- ◆ On-the-job-training
- ◆ Work experience
- ◆ Funding for training
- ◆ Supportive services
- ◆ Follow-up

- For each program year covered by this plan, how many clients will be served using WIA funding?

The determination for the total numbers to be served will be based on final contracted funds to the Service Provider, including carry-in funds from former program years as well as final revised allocation amounts that are to be distributed back to the Service Provider. Given the initial allocation in py'06, less carry-in and revised allocation amounts, the total numbers to be served include 300 Adults, 500 Dislocated Workers and 250 Youth. If the allocations for py'07 remain the same as in py'06, then the same plan numbers would be appropriate in py'07.

- How many WIA clients will be served in each tier of service (Core, Intensive and Training)?



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

WIA clients served in Significant Core & Intensive = Adults - 552; Dislocated Workers - 857; Youth - 368

WIA clients served in Training = 138 of Adults, 215 of Dislocated Workers and 92 of Youth.

These projections are assuming the focus of programs remain the same

- What criteria does the RWB use for priority of adult intensive and training services when funds are limited? A description of the process for applying the priority of services should also be included.

The criteria used is based on maximum family size/family income, or individual income/family size of one. At least one of the following four criteria must be met: (1) former or current TANF recipient who is working but needs GED or occupational skills training to increase his/her wages; (2) food stamp recipient who is working and who needs GED or occupational skills training to increase his/her wages; (3) person who is a recipient of TANF, food stamps or township trustee assistance; (4) person who is priority income (at or below 150 % of the economically disadvantaged (low income) guidelines and has at least one of the following characteristics: needs a GED; needs occupational skills training; is age 55 or older; is a veteran or military spouse; is an offender/ex-offender; is a minority with a poor work history; is a single parent with a poor work history; is homeless; is an individual with disabilities; is an individual with substantial language or cultural barriers.

If this priority criteria is met, the process to receive direct intensive or training funding is according to the State plan: they have received an individual employment plan/service strategy and have been determined to be unable to obtain or retain employment through core services; after an interview, evaluation, or assessment and case management, they have been determined to be in need of training services and to have the skills and qualifications to successfully complete the training program; they have selected a training program that is directly linked to employment opportunities in the local area or another area to which they may relocate; they are unable to obtain grant assistance from other sources, such as, but not limited to Trade Adjustment Assistance, federal Pell Grant, and state-funded training funds; the case file notes must contain the rationale for determining the need for direct training funds, as identified in the comprehensive assessment, individual employment plan, or elsewhere in the file.

- What is the RWBs definition of self-sufficiency?

The definition is, the training entered by the participant will lead to a wage at \$ 10.00 an hour minimum. Also, occupations in demand should be pursued. A waiver may be granted by the Service Provider administration in specific instances whereby a wage of less than \$ 10.00 an hour is appropriate to the individual and their circumstances.

- How will the WorkOne determine whether proposed employment leads to self-sufficiency?



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

An individualized comprehensive assessment and individual employment plan that is developed will outline the employment goals and anticipated wages. Each participant is assigned to a case manager, or career counselor to assist with this in-depth assessment process and to keep participant records. A scholarship process is in place in the 8 county area, whereby each individual pursuing training must discuss with a minimum of 3 employers the wages anticipated from the occupation one is seeking.

- How does the RWB's individual training account (ITA) system operate? Include allowable exceptions to ITAs and how those exceptions are determined to be exceptions and how they are processed.

Training services will be limited to the skills relevant to the demand occupations. Training in an occupation not listed in the plan may be received if employment opportunities and a living wage for the customer can be documented. Customers will have access to statewide lists of eligible training providers via the IWD internet web site and/or paper directories at each WorkOne site. The ITA may be used for necessary related educational expenses in addition to tuition. The duration and amount of the ITA is based on the needs of the participant as identified in the individual employment plan. Eligible selected training providers will receive a voucher from the customer, prepared by the Service Provider staff, specifying the amount and allowable costs for training services. The training provider will then redeem the voucher with the WIA fiscal agent/Service Provider for payment. An ITA may only be issued if individuals are unable to obtain grant assistance from other sources to pay the costs of the training. Training providers must consider availability of Pell grants and other sources of financial assistance to pay for training costs. Program operators and providers will coordinate available funds to pay for training and avoid duplication of payments.

Exceptions to ITAs include on-the-job training and customized training. Policies developed by the Regional Operator/RWB will be utilized. Presently an on-the-job training policy is in effect and a customized training process is not developed at this time.

- How will the RWB/Regional Board insure quality services? Include plans and schedules for monitoring, plans and policies for corrective action and processes for the replacement of ineffective service providers.

Regular on-site monitoring visits will review applicable program activities including: classroom training (occupational and basic education), On-the Job training, work experience, outreach and recruitment, participant assessment and referral, supportive services and placement. In addition to on-site monitoring, evaluating contractor performance is best accomplished through desktop progress reviews of eligibility, registrations, program activities and outcomes. The Regional Operator will at a minimum, monitor annually, or once during the term of the agreement if the agreement is less than twelve months. A written monitoring report will be provided within thirty working days after the on-site visit. Issuance of this monitoring report begins the resolution process. The monitoring report will allow at least two weeks



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

from the issuance date for a response. The Regional Operator will provide a written final resolution notice within ninety days after the response. Monitoring of financial accountability and internal controls will be provided through the State Fiscal Agent. The process to replace ineffective service provider(s) will follow the Regional Operators procurement policy, which is in compliance with applicable laws and regulations.

- How will substandard or ineffective delivery of services by a service provider be determined?

Substandard or ineffective delivery of service is defined as a material violation of the service provider(s) contract with the RWB, which will cause the contract to be terminated for cause. Material violations include: Improper use of funds, reasonable determination by the RWB that the successful performance of the contract is improbable or infeasible, termination or suspension of availability of federal funds for the performance of the contract as reasonably determined by the RWB, inability of the subcontractor to repay any cost found to be disallowable by final audit resolution, any other material failure to comply with a term or condition of the contract, and failure to take proper corrective action in a timely manner.

Adult and Dislocated Worker Services

- What strategies are planned for the recruitment of adult clients?

Recruitment will take place in a variety of ways. There will be walk-ins to the WorkOne offices, and both WIA and partner agency staff will provide appropriate referral information to WIA Adult program activities. Generally, group orientations will be held, though in some cases one on one orientations to WIA Adult services will occur. Off site partners, community resource entities, educational partners and others will have available to them referral information and will assist in providing appropriate referral, thus recruiting individuals to the point of access for WIA Adult services. These partners will be encouraged to become members of the Share Network Resource Directory which is a statewide on-line information and referral directory for the general public. As a member of the Share Network, we will be able to track referrals between agencies.

WIA staff regularly participate in various community partner activities, such as Chamber of Commerce events, job fairs and partner resource meetings and at that time WIA Adult services are described to provide an additional source of recruitment. Marketing materials will be distributed throughout the counties promoting the WorkOne service delivery system, including WIA Adult services. A website is available providing office locations and describing available services. Relationships with staffing agencies will also serve as a potential source of recruitment, and some hiring fairs for staffing agencies will be held at local WorkOne offices. Staffing agencies will be informed of WIA services and will provide point of access information to customers applying for employment with their agency. In addition to staffing agencies, employers, new and existing that are seeking employees may utilize



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

the WorkOne office locations for interviews with potential hires, and will also be informed of WIA services to provide to individuals.

- How will referrals (to and from partners and community resources) be used to maximize the effectiveness of services?

Referrals to and from partners and community resources will be used to maximize the effectiveness of the array of services within the community. It is important that customers are knowledgeable of all of the resources within the community, as many will self select the appropriate resources they desire or need. Additionally, all partner staff at WorkOne locations need to be knowledgeable of services and points of access both within the WorkOne office locations, as well as to community resources specializing in specific need resolution. In order to continuously update staff on service availability and points of access, partner training must be held on an ongoing basis. Regarding any funding for training or supportive services, partner agencies must work together to identify the most appropriate funding resources and to provide those in priority accordingly. One example is for State and WIA staff to work closely together to coordinate TAA and WIA Dislocated Worker funding so that TAA funding is utilized as the first source of funding, and WIA funding utilized when TAA can not be made available.

- Does the RWB have specific plans to address literacy and/or low educational attainment with the adult population? If so, describe.

The CIRWB plans to continue our strong partnership with our Adult Education counterparts, especially their Workplace Literacy Coordinators. In Region 5, this partnership has taken many forms including most recently when we provided them with Keytrain licenses to provide remediation at their site for those individuals that need to prepare for or increase their WorkKeys scores. We have partnered in many Skill Enhancement Fund grants to provide English as a Second Language and to generally improve the basic skills of incumbent workers.

- What specific plans are in place to increase program integration within the WorkOne and with other community resources?

To increase program integration within the WorkOne and with other WIA partners, the Department of Labor has established Common Measures, which provide a framework of performance goals for all programs to meet. These Common Measures include entered employment rates, retention rates and wage gains for all WIA partner programs such as Job Corp, Welfare to Work programs, Veterans programs, TAA programs, ABE/GED programs, Post Secondary Education programs and Wagner Peyser programs. One of the barriers to integrating programs has been the lack of “common” performance outcomes; therefore implementing common measures will ensure that all programs strive to meet the same goals. TrackOne will also be utilized to integrate programs. In the past, providers used many systems to track case management activities. TrackOne allows multiple case managers from various funding sources to enter and track client services in one system, which will eliminate duplication of service and assist with communication between case



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

managers. Both of these tools will be instrumental in our efforts to integrate programs.

- How will the EGR coordinate rapid response activities with the workforce services for the area including coordination with statewide rapid response?

Rapid Response service activities are coordinated closely with statewide rapid response, as well as within the WorkOne service delivery system. Generally, a Regional coordinator will take the lead with dislocations of 50 + and the local Rapid Response coordinator will also provide an active role in meeting with company and union representatives as well as providing on-site orientations to affected workers when possible. For dislocations of less than 50, a local Rapid Response coordinator will take the lead in contacting appropriate parties. Partner staff will be convened for initial meetings with company and union officials, as well as for the provision of on-site orientations and to provide any services that may be appropriate prior to layoff. Referral and point of access information will be provided to affected workers to WorkOne locations both within and outside of the regional area. Customers may therefore choose their preference of location for services following their layoff. The Regional Operator working with the Service Provider and Regional coordinator will apply for Tier 1 and/or Tier 2 discretionary dislocated worker funding as may be needed.

- How will rapid response coordinate outreach to affected populations and coordinate orientation for those workers?

An aggressive campaign to get to the workers and provide orientations at the earliest time following notice of dislocation will be in place, to include contacting company and/or union officials at the earliest time to request a meeting to discuss the pending event. At that time, Rapid Response regional and local coordinators will request workers be allowed to attend orientations at their place of employment to learn of WorkOne resources. Employers will be asked to provide paid time to attend these orientation sessions to ensure the largest participation among affected workers. Based on prior experience, the majority of employers are expected to be cooperative in assisting their workforce to learn of available resources and how to access them.

- What are the active TAA petitions for the EGR including the petition number, petition date, the company name(s), the number of affected workers and the class of workers covered by the petition? Petitions filed and pending federal review should also be listed.

Please see Appendix – B for chart listing above information

- How are services for TAA participants coordinated with other services offered through the WorkOne?

Partner staff in the WorkOnes confer on at least a weekly basis (more often daily) to coordinate services for TAA participants. Those participants are made fully aware of the full array of services, and timelines and schedules of each. If a TAA



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

participant is co-enrolled on WIA, case-conferencing will ensure that assessments and service plans are shared, not duplicated.

- What actual major dislocations (50 or more workers) exist for the area or are projected for the time period covered by this plan? Provide the company's name (optional if projected), the number of affected workers and the class of workers covered by the dislocation. These projections must be based on solid information if employers are identified.

Some of the major dislocations in the area for this time period are:

Firestone, Noblesville (Hamilton County), 53 workers, production, layed off December 31, 2006 (32) and February 2, 2007 (21)

Harmon-Becker, Martinsville (Morgan County), 60 workers, production (announcement out 1-30-07, layoffs starting April 6, 2007, completed within 14 days)

Borders Distribution Center, Fishers (Hamilton County), 80 workers, distribution (on-site orientation for workers 2-9-07, layoffs May, 2007)

Collins & Aikman, Morristown (Shelby County), 240 workers, production/other (on-site orientation for workers, 1-24-07, layoffs March, 2007 & in late 2006)

Guide, Anderson & Pendleton (Madison County), 1,250 workers, production/management (on-site orientation for workers late November, 2006, all released by 1-12-07)

Renal Care Center (Hamilton), 50 workers, administrative, accountants (on-site orientation for workers 6-27-06, layoffs July through October, 2006)

GSF, Inc. (Hancock, Hendricks, Marion), 229 workers, cleaning services (on-site orientations November, 2006, all released by 12-31-06)

Dana Corporation (Hendricks), 125 workers, production (on-site orientations 10-5-06, all released by Spring, 2007)

Marion County events, affecting the region:
International Truck & Engine, 417 workers, production (on-site orientations in October, 2006, layoffs October, 2006)

Ford, Visteon, unknown number of employees, production (on-site orientations September, 2006, layoffs November - Spring, 2007 & beyond, with plant scheduled to close in late 2008 unless it is sold)



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

- How are services for these dislocated workers coordinated with other services offered through the WorkOne?

Services for dislocated workers that are referred from on-site activities, such as on-site orientations prior to layoff, are coordinated by the local Rapid Response coordinator working with each local WorkOne appropriate partner staff. This includes providing appropriate information to all workers for points of access. Sometimes services may be planned at the WorkOne locations prior to layoff and workers will be provided schedules of activities and registration information.

Youth Services

- What percentage of the Youth allocation will be spent on in-school youth and what percent will be spent on out-of-school youth?

Approximately 30% of funds will be spent on in-school youth and 70% will be spent on out-of-school youth.

- What recruitment strategies will be used for out-of-school youth? Historically, the number of out-of-school youth enrolled in the program has been low.

Youth will be recruited in a variety of ways. Brochures that include program offerings, who to contact and “what’s in it for me” types of information will be produced and distributed to high schools, vocational schools, Ivy Tech, community organizations, FSSA offices, ABE/GED programs, job fairs, transition fairs, faith based organizations, community corrections and probation offices, and other venues where young people may pick one up. A page will be available on the Region V website that explains all of the services available in the WorkOne offices, including those for youth. Local newspapers will be used for special interest articles and advertising when appropriate. Staff in each of the offices within the region are involved in community groups that allow for presentations and information sharing. Presentations to market our programs are made in area high schools, alternative schools and ABE/GED classrooms, which often result in field trips and visits to the local WorkOne offices. An important aspect of our recruitment includes relying on the youth who have successfully participated in our programs. We encourage youth to share their experiences with friends, family and others who might benefit from what we have to offer. It is not uncommon to have more than one youth from a family enrolled on our programs.

- What strategies will be used to keep out-of-school youth active in the program?

Through the assessment process, it will be determined what motivation the youth has to participate in our programs – what they are looking to gain. From that point, a plan will be developed *with* the youth, not for the youth. After goals have been identified, incentives may be built in that give that youth some short term rewards while working on more long term goals. For example, a youth who has had problems with attendance, whether in school or work, may receive financial incentives after so many weeks of good attendance. All the while, the youth would be receiving support and counseling from staff, and the staff would try to build a network of support with



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

teachers, parents and other family members for the youth. Building the network of support is always part of the strategy for keeping youth involved in our programs. We will solicit help from as many people as possible to encourage and support our youth throughout their participation. Staff will maintain regular contact with youth participants to ensure they stay on track, and meet the small incremental goals – making adjustments as needed – on the path to the long term employment goals.

- How will the service providers coordinate with secondary schools and adult basic education programs to identify youth and to coordinate services?

The service provider staff provide information through brochures, pamphlets, personal visits and presentations, etc. to school counselors and other school personnel to explain the services available through the WorkOne offices. It is important that the school staff understand what we can offer, as well as who we can offer it to. The explanation of the program eligibility requirements is done in a more one-on-one setting and the WorkOne staff always ask that the counselors make the referral if they just aren't sure about the eligibility of a youth. Many WorkOne staff have long term, on going relationships with the secondary school counselors and the WorkOne programs often provide assistance that they know cannot be provided through the schools. Since the youth that we serve are economically disadvantaged, the school staff often view us as an additional resource for their students. Services for youth who are referred by the schools are coordinated through one-on-one contacts with counselors or teachers. Youth, and their parents if necessary, are asked to sign a release of information form so that communications with the school can be maintained regarding the services and progress being made by the youth.

- Provide the local definition of "deficient in basic literacy skills."

A basic literacy skills deficient youth is defined as one who:

1. Computes or solves problems, reads, writes, or speaks English at or below grade level 8.9; or
2. Has failed to satisfactorily pass the ISTEP Plus test which is a State of Indiana requirement; or
3. Is an in-school youth with a disability who is exempt from taking the ISTEP Plus test to meet high school graduation requirements; or
4. Is an in-school youth whose educational attainment is one or more grade levels below the grade levels appropriate to the age; or
5. Needs a language interpreter to complete the WIA Application for youth services.

- Provide the local definition of "requires additional assistance to complete an educational program, or to secure and hold employment."

This includes youth who:

1. Has been denied employment and/or unable to obtain employment within six weeks and/or is unable to complete the CS 3 application; or
2. Is enrolled in an educational program (including alternative schooling), demonstrating a need for one of the ten youth services; or
3. Is at-risk, as defined by the local school system and/or is a youth who has been suspended or expelled from school. At-risk youth is further defined as living in a



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

- household where a parent has a criminal record or no high school education or no established paternity for out of wedlock children; or
4. Has an Individual Education Plan that identifies WIA youth services as appropriate; or
 5. Is involved with the juvenile justice system in which either of the following has been filed: a petition alleging that the child is a Child In Need of Services, a petition alleging that a delinquent act has been committed, or a petition alleging that a status offense violation has occurred; or
 6. Is a victim of sexual misconduct; or
 7. Is in a household where the custodial parent is not receiving regular child support; or
 8. Has a disability including ADD or ADHD or other diagnosed mental, emotional or physical disability; or
 9. Is a single parent.
- Provide the local barriers that permit youth who are not low-income to receive youth services.
The barriers include:
 1. School dropout.
 2. English reading, writing or computing skills at or below the 8th grade level.
 3. One or more grade levels below the grade level appropriate to the youth's age.
 4. Pregnant or parenting.
 5. Possess one or more disabilities, including learning disabilities.
 6. Homeless or runaway.
 7. Offender
 8. Faces serious barrier to employment as identified by the local board, including being part of a family whose income is at or below 200% of the Economically Disadvantaged Guidelines and/or whose family receives financial or public assistance such as free or reduced lunch, pell grant, trustee assistance, food stamps, food pantry, Salvation army, subsidized housing or other public or not-for-profit assistance and has at least one of the other barriers listed above.

Pilot Projects

- What unique or pilot projects are being run by the RWB or WorkOne system in your EGR? This may include current or planned projects.

A Veterans Workforce Investment Program (VWIP) is operational in the region and in several other regions statewide, funded by a competitive discretionary WIA resource.

Interlocal Association, WorkOne WIA Service Provider, employs a full time Job Developer stationed at the Plainfield Re-Entry Education Facility. This position is funded through a Memorandum of Understanding between the Department of



Region 5, Central Indiana Regional Workforce Board Local Plan – PY2006 and PY2007

December 2006

Corrections and the Department of Workforce Development. This full time position focuses on identifying and marketing to employers willing to hire individuals with felony convictions. Residents are assessed using Workkeys and have the opportunity to remediate any deficiencies before release. The Job Developer also assures that residents are registered in CS 3 by the time of release. One “Opportunity Fair” has been held at the facility, to date, with an emphasis on bringing employers into the facility to view first hand the educational programs and activities of the residents – which are preparing them for productive employment upon release. A “Hiring Fair” is planned for April 2007 giving employers and residents the time to discuss future hiring. Residents there are very eager to make a connection to employers who show an interest in hiring.

- What is the scope of the unique/pilot projects, the benefits, the expected outcomes, the evaluation methodology, the amount and source of the budget? As appropriate, provide a synopsis of the level of success for the project.

The scope of the Veterans Workforce Investment Program (VWIP) is to serve 375 workers statewide with a \$ 750,000 grant in program year 2006, as well as a second year in program year 2007. In EGR region 5, it is projected 95 veterans will be served in the Central region, and 95 in Marion County, in each of the two program years. By serving veterans with this competitive discretionary resource and through the provision of training and placement assistance, the outcomes are additional workers with enhanced workforce skills for area employers. Veterans may be served regardless of Adult or Dislocated Worker eligibility criteria.

The MOU between the Department of Corrections and the Department of Workforce Development covers a two-year period, July 2006 to July 2008. The need for a Job Developer was identified early in the planning for the unique facility in Plainfield – as all residents there must apply to and be accepted before placement there. All residents there are within two years of completing their time and must commit to training and activities that will increase their likelihood of obtaining employment upon release. This is the only facility of its kind in the State of Indiana. The anticipated outcome of the project is employment upon release – to reduce the rate of recidivism. The project will be evaluated by determining how many residents do obtain employment upon release. The Department of Corrections funds the Job Developer position. The budget is \$110,000 for the two-year period.

- Are there pilot projects that the RWB would like to operate? Please list.

The CIRWB is willing and prepared to operate any pilot projects presented by DWD or other entities. We will be exploring the need in this area to increase the ability of the system to communicate with the Hispanic/Latino population. This may take the form of developing more opportunities for Hispanic/Latino individuals to increase their English proficiency through additional and more accessible ESL classes. Creating a project like this would be another example of the Board’s being responsive to business needs, by supplying more entry level workers and workers



Region 5, *Central Indiana Regional Workforce Board*
Local Plan – PY2006 and PY2007

December 2006

who will be able to move up the career ladder in manufacturing, logistics, and other occupations.



**Region 5, Central Indiana Regional Workforce Board
Local Plan – PY2006 and PY2007**

December 2006

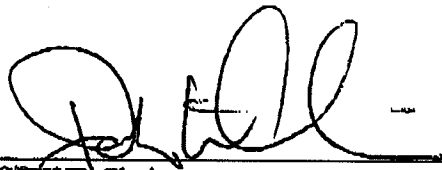
Section 5 – Signature Page

The Chief Elected Official, the RWB Chair and the RWB Director must all sign and date the signature page.




Chief Elected Official
Commissioner John M. Richwine, Madison County

2/8/07
Date



CIRWB Chair
Jeffery Williams

2/8/07
Date



Regional Operator Director
Carolyn Bunzendahl, River Valley Resources, Inc.

02/12/07
Date



**Region 5, Central Indiana Regional Workforce Board
Local Plan – PY2006 and PY2007**

December 2006

Appendix A

Performance Goals

WIA Service Goals:

Significant Core & Intensive:

300 Adults

500 Dislocated Workers

250 Youth

Training:

60 Adults

100 Dislocated Workers

Workforce Investment Act Performance Goals:

| ADULT | GOAL |
|-----------------------------------|-------------|
| Entered Employment Rate | 82% |
| Employment Retention Rate | 84% |
| Average Earnings | \$10,403 |
| Employment & Credential Rate | 64% |
| | |
| DISLOCATED WORKER | GOAL |
| Entered Employment Rate | 87% |
| Employment Retention Rate | 91% |
| Average Earnings | \$14,544 |
| Employment & Credential Rate | 62% |
| | |
| OLDER YOUTH | GOAL |
| Entered Employment Rate | 73% |
| Employment Retention Rate | 84% |
| Earnings Change | \$3,200 |
| Credential Rate | 48% |
| | |
| YOUNGER YOUTH | GOAL |
| Skill Attainment Rate | 87% |
| Diploma Attainment Rate | 60% |
| Retention Rate | 62% |
| | |
| CUSTOMER SATISFACTION RATE | GOAL |
| Participant | 74% |
| Employer | 71% |

Wagner-Peyser Performance Goals:

| | GOAL |
|----------------------|-------------|
| Entered Employment | 63% |
| Employment Retention | 81% |
| Average Earnings | \$11,157 |

Appendix – B

| Region 5 Trade Adjustment Act Petitions | | | | | | | | |
|---|----------------------------|------------------|----------|---------------|-----------|-------------|-----------------|-------------------|
| Petition Number | Company Name | City | SIC Code | Decision Date | Decision | Impact Date | Expiration Date | Number of Workers |
| <u>60382</u> | Guide Anderson LLC | Anderson, IN | 3641 | 12/4/2006 | Certified | 11/7/2005 | 12/4/2008 | |
| <u>60363</u> | Guide Corporation | Pendleton, IN | 3647 | 12/7/2006 | Certified | 11/3/2005 | 12/7/2008 | |
| <u>59431</u> | Mag, Inc. | Martinsville, IN | 3089 | 6/29/2006 | Certified | 5/18/2005 | 6/29/2008 | <50 |
| <u>58893K</u> | Agilent Technologies, Inc. | Carmel, IN | 3825 | 3/29/2006 | Certified | 2/22/2005 | 3/29/2008 | |
| <u>58623U</u> | WestPoint Homes, Inc. | Noblesville, IN | 2392 | 2/21/2006 | Certified | 1/12/2005 | 2/21/2008 | |
| <u>58252</u> | Flair Design Limited | Alexandria, IN | 2521 | 12/14/2005 | Certified | 10/25/2004 | 12/14/2007 | |
| <u>57546A</u> | WestPoint Stevens, Inc. | Anderson, IN | 2392 | 8/23/2005 | Certified | 7/10/2004 | 8/23/2007 | |